

MANAGEMENT REPORT (MONTHLY)

To: Honorable Mayor and City Council Members

From: Warren Hutmacher, City Manager

Date: November 28, 2016

Subject: Monthly City Manager Report to Elected Officials – November 2016

A monthly status report of various items of interest regarding city business was introduced as part of the January 25, 2016, Council Meeting. The information presented generally follows the six goals established by the Council at the Annual Strategic Planning Retreat. Some projects impact multiple goals and items related to general operations have been added to the end of the Report.

Transportation: Provide a comprehensive transportation network that facilitates ease of movement throughout the City.

- **Master Transportation Planning Effort**
 - A second workshop for the major update to the City's Comprehensive Plan was held on November 10th at City Hall. The Master Transportation Strategic Planning effort, which is a part of the Comprehensive Plan update included an analysis of the SWOT exercise that was performed by the public at the October 27th Workshop, which identified the following Transportation Strengths: well-maintained roads; Transportation Weaknesses: No interstate highway access, lack of trails and bike paths and lack on inter-municipal coordination of traffic control; Transportation Opportunities: create well-connected bike and pedestrian infrastructure and encourage the use of school buses to decrease morning rush hour traffic congestion; and Transportation Threats: through-traffic commuters and development in and out of the city contributing to additional traffic congestion. The CAC members then developed goals to address the transportation SWOT issues. Top priority goals for transportation includes: improve the local street network and create a balanced and sustainable transportation network system that increases flow and links highways, bikeways and sidewalks into a seamless transportation network.

- **Resurfacing**
 - Resurfacing for 2016 is complete. 26 subdivisions and 3 major roads were repaved.
- **Transportation Special Local Option Sales Tax (TSPLOST)**
 - TSPLOST was approved by voters on November 8, 2016. Staff is crafting an implementation strategy to bring forward to Council for review.
- **Barnwell Road Corridor Project**
 - The Barnwell Road at Holcomb Bridge Road Project survey was completed in November and engineering studies are underway. Also, the signal for Niblick Drive is up and running. All other intersections with proposed improvements for sight distance have been completed and verified by the surveyor.
- **Sidewalk Plan**
 - This item is on the November 28th Work Session Agenda for a discussion of changes to the prioritization matrix to increase the emphasis on pedestrian safety measures.
- **McGinnis Ferry Road Widening**
 - Executed three meetings with McGinnis Ferry Road subdivisions for the proposed widening. Project is still in the concept design phase.
- **Federal Dollars for Bell at Boles Rd. and SR120**
 - Council approved receiving additional dollars for the Bell at Boles Rd. (\$73,026) and SR120/Abbotts Bridge Road from Jones Bridge Road to Parsons (\$310,405) projects
- **Fox Rd. Drainage Improvements**
 - This project is to be completed by December 2, 2016.

Recreation and Parks: Ensure a complete recreation and parks system that aligns to the goals and needs of the community.

- **Recreation and Parks Bond Referendum**
 - The Bond Referendum passed on November 8, 2016. Staff is working with bond counsel and the city's financial adviser to proceed with the process to bring forward an implementation schedule for the issuance of bonds. Staff is crafting an implementation strategy to bring forward to Council for review.
- **Newtown Park – Security Camera Installations**
 - Final install elements taking place. Contractor is realigning access points and it should be operational this week.
- **Shakerag Park – ADA Wildlife Observation Deck, Fishing Pier, and pathway**
 - Awaiting funding release from Fulton County.

Economic Development: Implement a holistic economic development plan approach that addresses infrastructure workforce, community, and land development needs.

- **Economic Development Strategy**
 - The City Council approved both Memorandums of Understanding (MOUs) on November 7. The Chamber of Commerce approved the MOU on November 16 and the finalized MOU will be voted on by Johns Creek Advantage at their next Board meeting in December.
- **Cauley Creek Water Reclamation Facility and Reuse System**
 - Building off of the assessment of the water reclamation facility, staff continues to evaluate options for the future of the facility.
 - Next Step: Discuss options for the Water Reclamation Facility with Council at a future Work Session.
 - Next Step: Council discussed a proposed termination agreement with Fulton County at the November 14th work session. Staff is working with the County to craft final language to be included in the agreement. The termination agreement will be presented to Council for a vote on December 12th. Fulton County is moving forward with plans to build out a renewed reuse water utility that would include all the previous customers of the Fulton County system.

Government Efficiency: Develop an innovative and cost-effective approach to exceptional service delivery.

- **Council Retreat**
 - The next City Council retreat is currently being planned to update the Strategic Plan. Staff is working on securing a date in January or February. An 18 month retreat planning schedule was provided to the Council on November 28th.
- **Charter Task Force**
 - The Charter Task Force recommendations will be presented at the November 28th City Council meeting.
- **10-Year Financial Model**
 - As presented to the full Council at the May 23, 2016, Work Session, the 10-Year Financial Model was rebuilt to allow for modeling of different assumptions and policy choices over the 10-year period.
 - The 10-Year Financial Model was utilized in the preparation of the FY2017 Budget.
 - Staff continues to regularly update the 10-Year Financial Model as new policy choices and alternatives are discussed and considered by Council (such as new park maintenance costs for lighting projects).
 - Next Steps: The FY2017 authorized addition of the Financial Analyst position (position currently advertised), will allow for further programming, development, and integration of the 10-Year Financial Model.

- **Contract Services**

- CH2M (Public Works, Parks and Community Development services) and SafeBuilt (Plan Review and Building Inspection) contracts expire September 30, 2017.
- The City Manager's Office worked with each department to develop measures, metrics, and targets to describe current level of service (to establish existing base level of efficiency and effectiveness).
- As discussed at the October 24, 2016 Work Session, staff presented performance measures and three months of collected data. Council requested that staff refine the information presented to focus on efficiency and effectiveness measurements rather than data counts.
- Also as part of the October 24, 2016 Work Session, Council reached consensus that rather than goals for the project, drafting scopes of service for the different contracted services/departments would be more helpful for the Council's continued evaluation.
- At the November 7th Work Session, Council reviewed the draft preliminary scope for Community Development and requested staff to complete similar efforts for Public Works and Recreation and Parks. Council also requested that information be added related to other services or service levels that could be provided, workload and performance information for currently provided service, and insight as to if the level of service is basic/industry standard/keep the lights on or a higher/exceptional level of service.
- Next Step: For review at the November 28th Work Session, staff has prepared preliminary scopes for Public Works and Recreation and Parks. Staff will present a sample set of the integrated additional information requested.

Public Safety: Provide leading levels of public safety.

- **Staffing**

- Police: The Police Administrative Operations Manager and a new Police Officer started on 11/21; one written offer for another Police Officer was extended with a proposed 12/05 start date. Six open positions for Police Officers remain. HR and Captain Byers will be meeting on Friday, 12/02, to discuss converting from an annual recruitment effort to a quarterly process.
- Fire: The new Fire Eligibility List is being finalized following the physical agility tests that were completed mid-November. Background checks will begin soon for the three open Firefighter I positions.
- The 10 Year Financial Model has been updated to allow for the changes in the FY 17 budget for public safety staffing.

- **Fire and Emergency Services Feasibility / Service Delivery Alternatives Analysis**

- Contract has been awarded to Management Advisory Group International firm (within City Manager's signing authority) and an initial draft of their report was presented to Council.
- Consultants presented their findings and recommendations at the August 15th mini-retreat.
- Chief Hogan presented his 5-year strategic plan to Council at the August 15th mini-retreat.
- Next Step: Staff is working with the consultant on a Final report that will be presented to Council by the end of the year based on Council input. Options for a fourth fire station are being prepared for Council consideration.
- Various scenarios are being added to the 10-Year financial model to determine long term impacts for a fourth fire station and various equipment choices.
- This topic should be added to the next mini-retreat for further discussion.

Sense of Community: Preserve our residential character and enhance our sense of community.

6.3 Update the Comprehensive Land Use Plan by the end of FY2017

A second workshop for the major update to the City's Comprehensive Plan was held on November 10th at City Hall. The Comprehensive Plan update included analysis of the SWOT exercise that was performed by the public at the October 27th Workshop, which identified the following Community Strengths: Strong single family home community, high quality schools, well-educated population, high household income; Community Weaknesses: Little undeveloped land available, lack of parks, green space and diverse retail, aging strip malls, and a lack of trails and bike paths; Community Opportunities: Newly acquired public parkland, redevelopment, creation of an arts and cultural center, creation of well-connected bike and pedestrian infrastructure, growing our existing businesses, and creating a satellite campus for higher education; and Community Threats: development and redevelopment activities could threaten the character of the city, continued commercial development outside of the city limits possible retail development inside our city, and more multi-family units will add greater density and worsen traffic congestion.

The CAC members then developed goals to address the Community SWAT issues. Top priority Community goals for the City includes: identify a suitable location to situate a vibrant town center that can compete with other Metro-Atlanta attractions; develop quality park designs for the newly-acquired parkland; provide superior recreational and cultural offerings that positively and regularly engage our diverse population; redevelop under-utilized commercial centers into connected village nodes; frame future decisions to focus on maintaining local quality schools; create an identity for the City that guides our future; expand our economic base by attracting and creating jobs (i.e., more high tech jobs); and enhance property values.

The next Comprehensive Plan Workshop is scheduled for January 24th through the 26th.

- **Noise/Sound Management Concerns for Adjacent Neighborhood**

Council approved a text amendment to the Zoning Ordinance requiring owners of Entertainment Venues to apply for a Special Use Permit, as part of the overall approach to better manage noise pollution within the City.

- **Thornhill Community Traffic Management**

- This spring citizens in the Thornhill community raised concerns regarding speeding, stop sign disobedience and cut through traffic in the Thornhill.
- Thornhill HOA representatives requested the City allow for an access gate to be constructed at one of the entrance/exits to the subdivision to restrict access for the residents of the subdivision to eliminate cut through traffic by non-residents of the subdivision.
- Legal counsel opined that a gate cannot be constructed or operated that would give preference to residents of the subdivision over non-residents, since the roads in the subdivision are public roads.
- Staff has met with Thornhill HOA representatives several times and have suggested alternatives, the JCPD have increased enforcement efforts to deter dangerous driver behavior, and the city installed a "Don't Block the Box" sign and pavement markings to prevent vehicles from blocking the entrance to Thornhill during peak travel times.
- Staff met with the residents on June 16th.
- Staff has received an inquiry for permission to allow the neighborhood to construct a gate on a

public road that would open for residents and non-residents at the entrance at Old Alabama. Staff has reviewed the request and requested and received a legal opinion. Legal counsel has advised that the City can legally negotiate an encroachment agreement on a public road that would allow for this type of a gate. All costs should be borne by the neighborhood. However, staff also recommends revisiting the situation after completion of the Old Alabama widening project later this year before proceeding.

- In the interim period, staff has developed recommendations for the installation of this gate with proper precautions and protections for the City and the motoring public, if Council desires to move forward with this request.
- At the August 15th Council meeting, Staff was directed to discuss with the neighborhood a interim solution with Tuff Curb that would simulate the impact of chicanes and splitter islands.
- Thornhill HOA has asked Council to hold off on taking any action as they complete their analysis of the options and evaluate the effectiveness of the Old Alabama Road widening to see if it mitigates the cut-through traffic issues.

- **Doulegate and Long Indian Creek Subdivision Traffic Management Concerns**

- Staff has met with citizens from both Doulegate and Long Indian Creek Subdivision to discuss concerns they have with speeding, stop sign disobedience, illegal passing of school buses, pedestrian safety and cut through traffic.
- Staff proposed individualized traffic management solutions for each neighborhood. Doulegate preferred to request increased enforcement of speed limits within the neighborhood.
- Staff has installed radar signs, striping and new signs in Long Indian Creek to address some of the issues presented by the residents. Staff is collecting data from the radar signs to measure current efforts to reduce speed along this street.
- Staff met with Long Indian Creek Subdivision on August 4th to continue discussions regarding speeding. Staff presented various options for in road traffic management including splitter islands and chicanes. Staff also presented speed data from the radar signs to share with residents the impacts of current measures in place to reduce speeding.
- Via a sub-committee of the HOA, the residents of Long Indian Creek will look at all the spots along the Long Indian Creek Drive to determine what kind of traffic calming devices are desired. This will be completed and has been submitted to the Public Works staff.
- Public Works staff will continue to collect data from the two data collectors attached to the speed limit signs. This data will be summarized and shared after September 1, 2016.
- Public Works staff will take the traffic-calming list received from residents of Long Indian Creek and begin the pricing and time frames for the traffic calming list.
- This recommendation will be made available to the residents on September 9th for review.
- Council discussed this issue at a September work session.
- Staff has installed the Tuff Curb to simulate traffic calming devices for the neighborhood at a cost of \$15,435. The stop sign for the neighborhood that was recommended in the warrant analysis has been installed. Staff will evaluate the effectiveness of the Tuff Curb implementation along with gaining community feedback before bringing this item back to Council in the Spring of 2017.

- **Zoning/Development Update**

- There were three November rezoning cases reviewed by the Planning Commission on November 1st:

RZ-16-001, VC-16-001-01 through VC-16-001-07: Location: Northeast corner of Old Alabama Road and Jones Bridge Road; Applicant: Old Alabama/Jones Bridge Rd., Inc.; Owner: Jay Eun. The applicant is requesting a rezoning from C-1 (Community Business) Conditional and O-I (Office-Institutional) Conditional to C-1 (Community Business) for a mixed-use commercial development not to exceed 11,000-square feet. The applicant is also requesting seven concurrent variances. The variances include reductions in the required landscape strips along both road frontages, reductions in the number and width of the required parking lot landscape islands, reduction of the 10-foot improvement setback along the east property line, reduction of the building setback along Old Alabama Road, and a parking space reduction of 13 spaces. Staff recommends approval with conditions. **Staff recommended Denial and Planning Commission recommended Denial.**

RZ-16-004, VC-16-004-1 & VC-16-004-2: Location: 10632/10640 Parsons Road; Applicant: Maxwell-Reddick and Associates; Owner: Andalusia Properties, Inc. The applicant is requesting a rezoning from O-I (Office-Institutional) and R-4 (Single Family Residential) Conditional to TR (Townhouse Residential) for a 48-unit townhouse development. The applicant is also requesting two concurrent variances to reduce the 40-foot landscape strip along Medlock Bridge Road to 25 feet and reduce 25-foot landscape strip at the telephone transformer location along Parsons Road to five feet. Staff recommends approval with conditions. **Staff recommended Approval with Conditions including reducing density from 8 dwelling units/acre to 6 dwelling units/acre; and Planning Commission recommended Approval with Conditions including reducing density from 8 dwelling units/acre to 5 dwelling units/acre.**

SUP-16-002 & VS-16-002-01: Location: 11625 Medlock Bridge Road; Applicant: Pacific Metro Bank; Owner: Windfall Enterprises, LLC. The applicant is requesting a Special Use Permit on a C-1 (Community Business) zoned property to allow for a standalone ATM and a concurrent variance to increase the height of the ATM's canopy from 10 feet to 11.5 feet. Staff is recommending approval with conditions. **Staff recommended Approval with Conditions; and Planning Commission recommended Approval with Conditions.**

There are no cases scheduled for the December Planning Commission Meeting.

Other Items of Interest

- **Financial Condition**

- Monthly reports sent to Council related to the City's financial condition.
- Millage rate was adopted on August 29th. The millage was reduced from 4.614 to 4.360
- FY 17 Budget has been adopted on September 19th.
- Fulton County has billed for FY 2016 property taxes. Collections are underway.

- **Pay and Benefit Discussion**

- Staff presented an analysis of current pay and benefit practices at the July 11 work session.
- Follow-up items from the July 11 discussion were further discussion/analysis of: housing stipend for police (interest expressed regarding raising the amount for home equal to apartment), paramedic incentive (interest expressed regarding continuing to train more firefighters as paramedics), maintaining/developing a high-performing culture (interest expressed in consideration of modifications to the merit system such as pay for performance system).
- Additionally, Council requested consideration of processes and actions the city could take to gauge customer experience/satisfaction (such as surveying customers related to their experience coming out of the permits and revenues area).
- (As part of the September 19 Work Session discussion of the FY2017 Budget, Council requested the City Manager return with a review and analysis of personnel issues raised throughout the budget process including analysis and comparisons for major/visible personnel cost components (salary, health insurance, retirement, merit and cost of living adjustment), discretionary bonus concept, and any further re-structuring or personnel shifts such as the shifting of resources from Office Manager position to Financial Analyst)
- Staff has reached out to surrounding cities to gather data from which analysis and comparison can be made related to the five biggest/most visible drivers of personnel costs (salary, health insurance, retirement, merit and cost of living adjustment).
- Comparison data from a number of surrounding cities was received and a memorandum was added to the future agenda section of the November 28th Council agenda. This item will be discussed at the December 12th Council meeting.



MEMORANDUM

To: **Mayor and City Council**

From: **Warren Hutmacher, City Manager**

By: **Toni Jo Howard, Finance Director**

Date: **November 15, 2016**

Agenda: **Financial Report for the Year to Date through October 31, 2016**

Management Analysis from City Manager:

This report is for the first month of the FY 2017. We have reformatted the financial reports to improve clarity. Expect additional changes as the Finance Director hones this report. Due to the delays in sending out tax bills, collections for property taxes are expected to be accounted for in the November financial report.

Economic conditions are still generally favorable locally. The 2016 presidential election is complete and the stock market received the results favorably. There appears to be no significant changes in the local economy.

The citizens approved two referendums in the November election. The Parks referendum was for authorization of bond debt to fund park improvements and acquisitions. Staff is working toward a March sale of bonds. The strategy is to sell the bonds in one issuance. TSPLOST is a sales tax and tax collections will increase by .75%. Staff anticipates that the first collection of sales tax will be sent to the City in April.

There appear to be no obvious signs of concern after the first month of the Fiscal Year that would impact our financial status.

Analysis from the Finance Director:

The financial reports have been reformatted this month. One of the first goals that I hoped to accomplish with the new reporting format, was to provide consistency in the groupings used in financial data presentation. The ones used in the monthly report are now consistent with those used in the audited CAFR. Please note that for revenues these groupings would include multiple revenue sources for each category. An example is that Property Taxes includes real property taxes for the current and prior year, motor vehicle tax, motor vehicle TAVT, recording intangible taxes, and real estate transfer taxes.

Secondly, I hoped to provide data that would allow the user to quickly determine how the month's performance compares to expectation. To that end, you will notice the highlighted last column "Over/Short" it tells the user whether monthly results exceeded or fell short of expectation and by what percentage. This column is a mathematical computation of the prior two columns. The "YTD % change" which compares the period to the same period in the prior fiscal year. The "Expected % Change" which compares the current year budget to the prior year budget. The comparison of the two budgets allows the determination of what was expected to occur during the budget year. If it was expected that the actuals would be higher than the prior year, than the budget would be increased and vice versa. The "Over/Short" column calculates the percentage difference between the actual comparison of the two fiscal years and the expected change. In the case of revenues, the YTD % change was -9.9%, however, the expected percentage change is -25% and as a result revenues are 14.9% over expectation.

Another addition to the reporting is the utilization of graphs. The revenue and expenditure pages now include graphs to compare the same period in the current and prior two fiscal years. The graphs do not consider expected changes between fiscal years but they do allow for a historical comparison.

The financial packet also includes a fiscal year cash flow projection for the general fund. The cash flow assumes similar trends as the prior year. It is important to note that the cash flow does not reflect the amounts that are required by resolution to be maintained in the unassigned or committed fund balance. The adopted resolution requires a committed amount for contingency of one percent of the fiscal year's operational budget and service level additions (\$443K). The same resolution also requires 25% of the subsequent year's budgeted expenditures and outgoing transfers to be maintained in the unassigned fund balance (\$13.6M). Additionally, council has committed \$3.5M for future resurfacing. The total of the obligated amounts is \$17.5M. Therefore, anytime the cash balance dips below the \$17.5M obligated funds are being utilized. This has been indicated on the graph in red, occurring in June and continuing throughout the rest of the year.

Now that I have explained the new reporting format, I can provide the analysis of the information for October. Revenues are low for the period and that is expected. A number of the revenues received have a timing delay. Thus, many of the receipts in October are revenue that should be recognized in the prior fiscal year. This includes revenues such as property taxes and sales taxes. The amounts that are revenue for FY17 are exceeding expectation by 14.9%.

The expenditures for October are higher than expected by 56.5%. We would hope that expenditures would stay at or below expectation. However after further review, the higher than expected level of expenditures is not concerning. The elevated rate is the result of two primary factors. One, we had prepaids at the end of FY16 that we have not accounted for previously. This resulted in more expenditures being recognized in October because in previous periods they were included in September when paid. This will normalize by the end of the year as prepaids are again booked for FY17. A number of departments were affected including the City Manager,

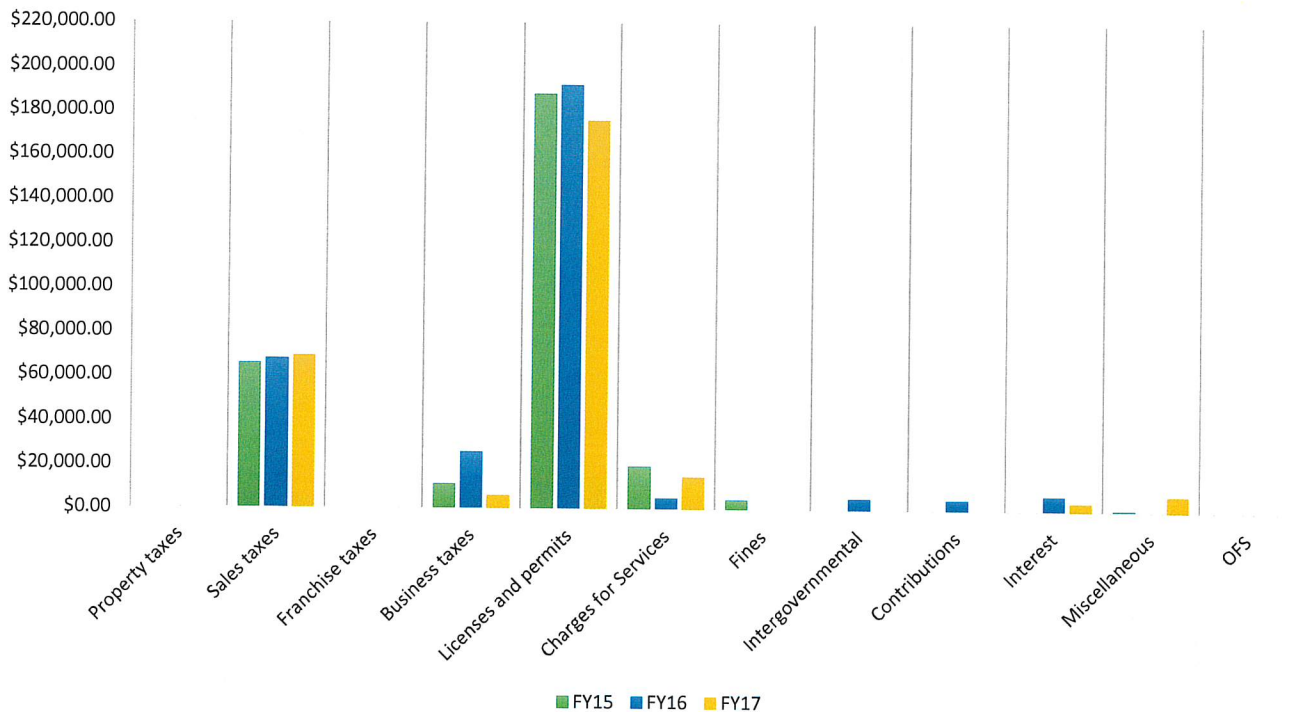
Police, and Fire. The second factor for higher expenditures was the timing of purchases for the annual computer replacements. In FY16, the purchase was in November and in FY17 it occurred in October. This is the cause for the variance in the Information Technology department.

The cash flow information included shows the end of October at \$19.6M. The cash balances are expected to increase in November as we receive additional property taxes. The property taxes were due to Fulton County on 11/15 so the majority of receipts will occur by the end of November. The receipts for November include an assumed \$13M additional receipts for property taxes. It is unknown at this time the exact collections.

City of Johns Creek
Unaudited Financials @ 10/31/16
GENERAL FUND

REVENUES	% Overall Budget	FY 2017 Budget	YTD	Prior YTD	Variance	YTD % Change	Expected % Change	Over / Short
Property Taxes	33.0%	19,095,000	-	-	-	-	-1.1%	-
Sales Taxes	36.5%	21,080,000	68,912	67,572	1,340	2.0%	2.7%	-0.8%
Franchise Taxes	7.1%	4,100,000	-	-	-	-	-10.2%	-
Business Taxes	10.9%	6,297,000	6,157	25,750	(19,594)	-76.1%	4.2%	-80.3%
Licenses and Permits	4.1%	2,367,500	175,804	192,022	(16,218)	-8.4%	-14.8%	6.4%
Charges for Services	0.4%	255,000	14,989	5,192	9,797	188.7%	11.9%	176.8%
Fines	2.2%	1,250,000	-	-	-	-	-1.4%	-
Intergovernmental	0.0%	-	-	5,400	(5,400)	-100.0%	-100.0%	0.0%
Contributions	0.0%	-	-	5,000	(5,000)	-100.0%	-	-
Interest	0.2%	120,000	4,182	6,958	(2,776)	-39.9%	0.0%	-39.9%
Miscellaneous	0.9%	525,000	7,641	214	7,427	3477.9%	194.7%	3283.2%
Other Financing Sources	0.3%	167,646	-	-	-	-	-99.1%	-
Use of Reserves	4.4%	2,519,837	N/A	N/A	N/A	N/A	N/A	N/A
Total Revenues	100%	57,776,983	277,685	308,107	(30,422)	-9.9%	-25%	14.9%

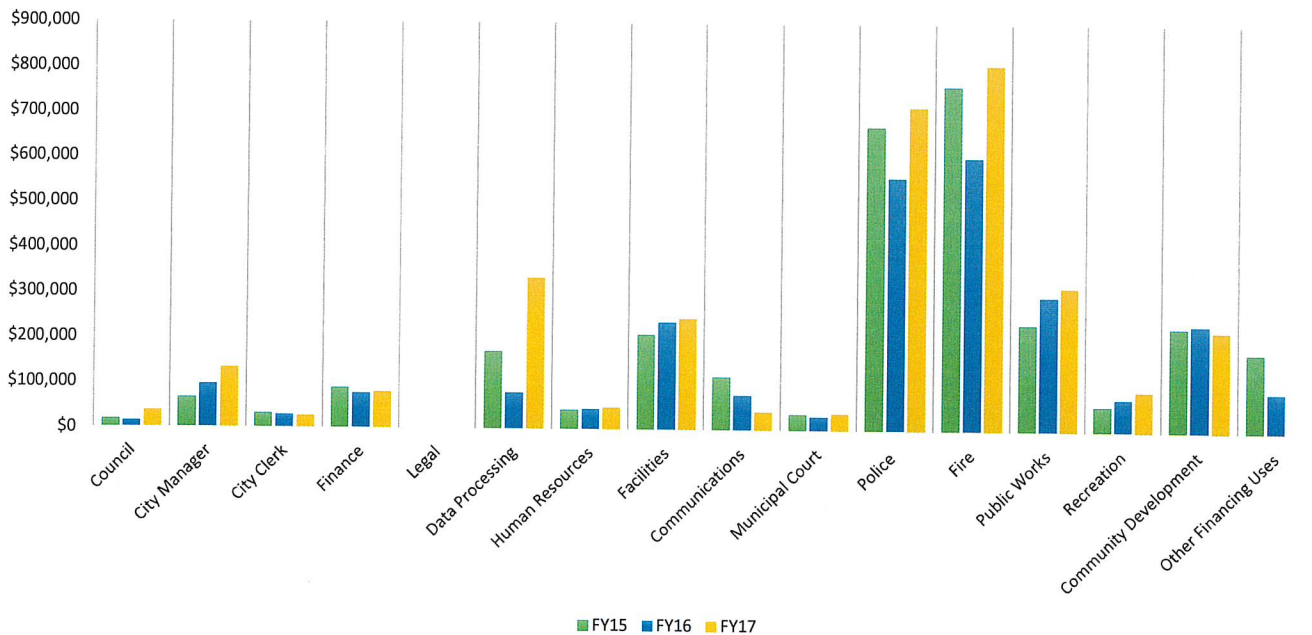
October General Fund Revenues



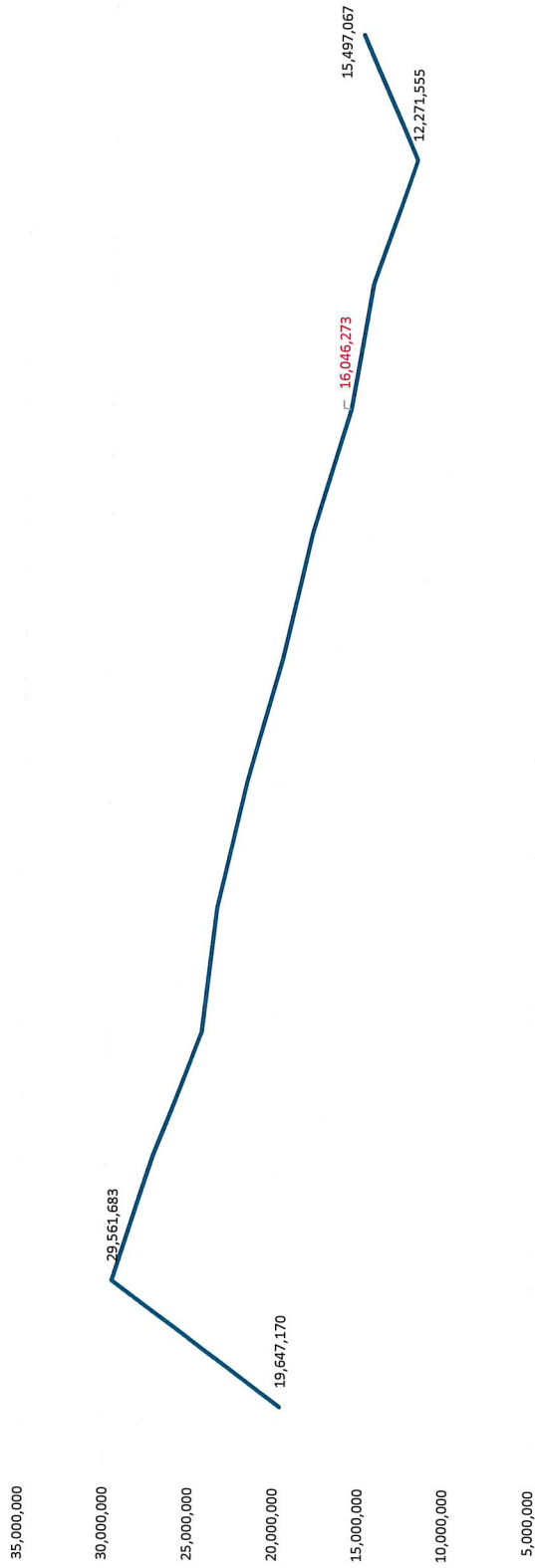
City of Johns Creek
Unaudited Financials @ 10/31/16
GENERAL FUND

EXPENDITURES	% Overall Budget	FY 2017 Budget	YTD	Prior YTD	Variance	YTD % Change	Expected % Change	Over / Short
Council	0.5%	\$312,825	\$37,705	\$14,557	\$23,148	159.0%	-3.5%	162.5%
City Manager	2.4%	\$1,370,086	\$132,389	\$95,521	\$36,868	38.6%	4.0%	34.6%
City Clerk	0.7%	\$429,033	\$27,069	\$28,175	(\$1,106)	-3.9%	-28.2%	24.3%
Finance	2.3%	\$1,329,657	\$80,236	\$76,293	\$3,943	5.2%	0.8%	4.4%
Legal	0.9%	\$500,000	\$0	\$0	\$0	-	0.0%	-
Information Technology	3.5%	\$2,046,981	\$333,995	\$79,595	\$254,400	319.6%	-16.3%	335.9%
Human Resources	1.8%	\$1,059,643	\$49,554	\$44,242	\$5,312	12.0%	47.3%	-35.3%
Facilities	3.2%	\$1,849,346	\$245,528	\$236,896	\$8,632	3.6%	-0.6%	4.2%
Communications	1.1%	\$619,812	\$40,960	\$76,877	(\$35,917)	-46.7%	-27.7%	-19.0%
Court	1.2%	\$675,051	\$38,069	\$30,141	\$7,928	26.3%	-0.5%	26.8%
Police	17.9%	\$10,363,735	\$716,378	\$558,568	\$157,809	28.3%	0.2%	28.0%
Fire	19.5%	\$11,277,461	\$809,454	\$603,106	\$206,348	34.2%	0.2%	34.0%
Public Works	13.3%	\$7,710,196	\$317,212	\$296,139	\$21,073	7.1%	-19.3%	26.4%
Recreation & Parks	3.6%	\$2,069,789	\$90,222	\$71,525	\$18,697	26.1%	2.2%	24.0%
Community Development	4.6%	\$2,674,754	\$223,083	\$234,531	(\$11,448)	-4.9%	-15.3%	10.4%
Other Financing Uses	17.3%	\$9,988,614	\$0	\$87,305	(\$87,305)	-100.0%	-74.0%	-26.0%
Use of Reserves	6.1%	\$3,500,000	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	100.0%	\$57,776,983	\$3,141,853	\$2,533,471	\$608,382	24.0%	-32.5%	56.5%

October General Fund Expenditures



Estimated General Fund Cash Balances



	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Starting	10,642,436	19,647,170	29,561,683	27,245,160	24,432,483	23,620,224	21,936,234	19,908,838	18,221,115	16,046,273	14,804,141	12,271,555
Receipts*	13,270,638	14,303,247	2,609,157	3,248,978	3,749,470	3,265,112	3,342,714	2,412,370	2,555,770	2,784,128	2,143,190	8,538,233
Disbursements	(4,265,904)	(4,388,733)	(4,925,680)	(6,061,655)	(4,561,728)	(4,949,102)	(5,370,110)	(4,100,093)	(4,730,612)	(4,026,260)	(4,675,776)	(5,312,721)
Ending	19,647,170	29,561,683	27,245,160	24,432,483	23,620,224	21,936,234	19,908,838	18,221,115	16,046,273	14,804,141	12,271,555	15,497,067

* The receipts for November assume an additional \$13M for property tax revenue receipts. The bills were due to Fulton County on 11/15/16. We will not know the amounts that will be received for property taxes until the end of November.